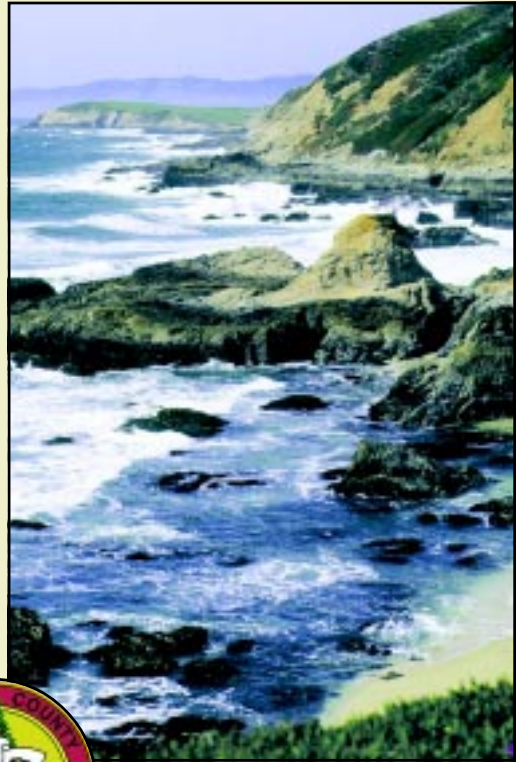


The County Of Sonoma



**Is Seeking A
Proactive Leader
To Serve As
Human Resources
Director**

THE REGION

Famed horticulturist Luther Burbank said of the Sonoma County region: *"I firmly believe, from what I have seen, that this is the chosen spot of all this earth as far as Nature is concerned."* Located about one hour's drive north of San Francisco, Sonoma County combines the dramatic beauty of the rugged Pacific coastline, with majestic old growth redwoods, the winding Russian River, abundant vineyards, rolling hills and a mild climate year-round. The original home of northern California wine production, Sonoma County remains one of the largest producers of quality wine in the country. Aside from its award winning wineries, the County offers countless other attractions that make it a prime vacation and getaway destination. The beauty of the area has attracted artists and craftsman colonies, rejuvenating spas, fine dining, and a wide variety of entertainment and cultural activities.



Sonoma County is the largest county in the North Bay, covering 1,604 square miles and is home to over 475,000 residents. Santa Rosa (pop. 155,000) is the county seat and center of government, commerce and medical facilities. The County features nine incorporated cities (Cloverdale, Cotati, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol, Sonoma and Windsor), each maintaining a small-town feel despite ongoing growth.

The County's economy has been largely based on agriculture and tourism, but light manufacturing, services, research and development, and high-technology industries are now major contributors. Four acute care hospitals, a trauma center and 19 specialty medical facilities offer excellent health care services. Local schools continually rank high on California's Academic Performance Index. Santa Rosa Junior College and Sonoma State University offer higher education opportunities.

Recreational and entertainment choices are plentiful in Sonoma County. Cultural venues through a variety of festivals, celebrations, theatre shows and events are abundant. A broad spectrum of outdoor activities includes bicycling tours through vineyards, tennis, camping, beachcombing, historic walking tours, and golfing on one of the area's many championship courses. All of these pursuits can be enjoyed while being surrounded by rolling hills, majestic trees, crashing waves and mountains of stunning beauty.

COUNTY GOVERNMENT

The County of Sonoma is governed by the five-member Sonoma County Board of Supervisors and is comprised of 28 departments that provide a full range of services to the community through its 4,000 employees. Sonoma County government has a history of providing excellent and responsive public service while operating under sound fiscal principles.

Sonoma County government enjoys stability in leadership. The five supervisors are elected from districts for four-year terms, and four of the five Board members are currently serving a second, third or fourth term. Additionally the County boasts a strong group of department heads averaging ten years of service in their appointed positions. Department heads routinely team with middle management on successful initiatives such as the recently completed long-term workforce and succession plans in anticipation of "baby boomer" retirements.

Sonoma County prides itself as a paradigm of county leadership. The County considers itself fortunate to have had a history of able and collegial leaders, making for a highly effective county operation. Recently an executive development project was conducted surveying county department/agency heads to develop a profile of the Sonoma County Department Head. The key findings of this "Sonoma County Model of Leadership" survey are:

- *High level of education* – 96% of respondents possess an undergraduate degree; 48% possess a Master's or Doctorate degree.
- *Extremely adept at creating vision and employing strategic thinking* – Respondents rank this as the most important leadership trait both personally and for future Department Heads.
- *Being a contributing member of a remarkably collaborative and supportive organization* – Numerous comments alluded to the strong and positive relationships among the Department Heads, the Board of Supervisors, the CAO and the community.
- *Being self-motivated* – A passion for accomplishing goals that go beyond money or status.
- *Being able to recognize and utilize various leadership styles*
- *Maintaining a healthy work/life balance*

HUMAN RESOURCES DEPARTMENT

The Human Resources Department provides recruitment and examination services for all County departments; maintains the County's job classification plan and monitors the County payroll system; administers the County's Equal Employment Opportunity (EEO) and Americans with Disabilities Act (ADA) plans; manages the County's Employee Relations program; and coordinates the County's overall training and volunteer programs.

The County operates under a Merit System established in a Civil Service Ordinance and related regulations. The Board of Supervisors appoints a five-member Civil Service Commission to oversee the System and to hear appeals regarding discipline, lay-off, examination, classification and discrimination. The Director serves as the Commission's Executive Secretary and the Department is responsible for the System's administration.

With regard to management of the Department, general human resource issues and employee relations matters, the Director reports to the County Administrator and through him to the Board of Supervisors. The County has 14 recognized employee organizations, and two unrepresented mid-management and confidential groups. The County currently operates under long-term agreements with most of these organizations.

The Human Resources Director leads a Department staff of 32 FTE, including six direct reports, and manages a current annual budget of \$4 million.

HUMAN RESOURCES DEPARTMENT MISSION AND VALUES STATEMENT

To provide County departments with human resources by recruiting, developing and retaining an outstanding work force who are committed to quality public service for the County of Sonoma. In serving the departments, the employees, and the public, we value:

1. Timely and efficient response to the needs of our customers.
2. Friendly, helpful, professional service that is consistent and principled.
3. Proactive planning and innovative problem-solving for practical solutions.

THE POSITION

Appointed by the County's Civil Service Commission with the approval of the Board of Supervisors, the Director manages both the County Merit System, and overall County human resources and employee relations programs. In addition to working with the Commission, the Director serves as an important advisor to the Board of Supervisors and the County Administrator on general human resources issues and employee relations matters.

The Director is looked upon for leadership in the development and implementation of innovative solutions in all human resource matters. Necessarily, this means the Director will work closely and collaboratively with all County agency and department directors to develop and coordinate the County's human resources program. The Director also coordinates with Federal and State agencies on matters of conformance of County human resource programs with applicable laws and regulations. Similarly, the Director occasionally represents the County before public bodies and organizations on related topics.

The Human Resources Director also represents the County on the Board of Directors of Cooperative Personnel Services (CPS) Human Resources Services, a joint powers authority providing test services, government consulting, recruitment services and executive search services to federal, state, education and local governments.

The incumbent Director is retiring after 23 successful years with the County, the last three years as the Director.

CURRENT ISSUES AND PRIORITIES

In preparation for the recruitment of a new Human Resources Director, County officials have identified the principle issues

and priorities that will need to be addressed by the successful candidate:

System Improvements

The County's current decentralized employee performance evaluation system needs improvements in consistency and effectiveness. Similarly, County departments are seeking improved assistance in the coordination and management of employee disability cases. Also, keeping up with classification changes spurred by budget changes in recent years puts more pressure on Human Resources staff to complete their work on a timely basis. The new Director will be called upon to lead these and similar efforts to "help managers manage better" with state-of-the-art human resource practices.

Employee Relations

The County has historically maintained cooperative and collaborative relations with its employee groups. In these days of fiscal constraint and the need for innovative solutions, the County is seeking to continue positive relations with employees, yet not abandon its responsibility to act decisively in carrying out service to the public. Clarifying and maintaining this balance between meet and confer responsibilities and implementing management prerogatives appropriately will be a focus for the Director.

Fiscal Responsibility

Sonoma County government has a history of providing responsive service while operating according to sound fiscal principles. It is an ongoing challenge to continue the high quality service that provides for the health and safety of the public and county staff while facing continuing budget reductions.

For more information about Sonoma County, visit its website at www.sonoma-county.org.

THE IDEAL CANDIDATE

The ideal candidate is an experienced human resources executive or top-level assistant with a broad background in public sector human resources and labor relations. This collaborative leader will bring extensive managerial, interpersonal, creative problem solving, and communication skills along with a strong customer service orientation. A significant record of successful employee/ employer relations in an interest-based negotiating environment within a diverse organization, and the ability to work effectively with a broad range of County officials and management staff are particularly important qualities.

Specific qualifications are as follows:

Experience

A minimum of five years of professional human



resources experience, including at least two years in an administrative or supervisory capacity and at least two years as lead labor relations spokesperson for an employer, is expected. Experience in the public sector is highly desirable. The Director must maintain a valid California driver's license and insurability.

Education

A Bachelor's degree in public administration, business administration, human resources, psychology, economics, or sociology is expected. A Master's degree in a similar field is desirable.

Competencies and Personal Characteristics

In addition to the above, the ideal candidate will possess the following additional characteristics, competencies and style:

- High level of integrity; a strong sense of ethics both personally and professionally
- Extensive knowledge of laws, regulations and court decisions related to human resources and employee relations
- Strong consensus and team building skills
- An effective and persuasive communicator
- Able to serve impressively as a county spokesperson when necessary
- Able to deal effectively with all levels of employees
- An agent of positive change; provides direction and energy
- Visionary with creative ideas
- Flexible, able to see more than one solution to a situation
- Decisive once input has been received and viewpoints are known and understood
- Fiscally astute; makes the most of financial resources
- A sense of humor
- Politically astute without being political

COMPENSATION & BENEFITS

The salary for the Human Resources Director will be up to **\$133,320** depending on the qualifications of the successful candidate. The County also offers an attractive benefit package, elements of which include:

- **Retirement Plan** – County Retirement Act of 1937 partially integrated with Social Security 3% at 60 program
- **Deferred Compensation** – County contributes 5% of salary to 401(a) account. Employees may also contribute to a 457 plan
- **Health Plan** – County currently pays 85% of premium for employee and family
- **Dental Plan** – Coverage for employee and family
- **Family Vision Care, Disability Insurance, Life Insurance** – County pays for full costs of premium
- **Vacation** – 15 to 24 days depending on length of service
- **Holidays** – 11 days per year plus 17 floating holiday hours

- **Sick Leave** – 12 days annually with unlimited accrual
- **Vehicle Allowance** – \$466 per month

APPLICATION AND SELECTION PROCESS

To be considered for this challenging and rewarding career opportunity, please submit your resume (reflecting years and months of positions held), the names of three work-related references, and current salary by **Monday, August 23, 2004** to:



CPS EXECUTIVE SEARCH

241 Lathrop Way

Sacramento, CA 95815

916 / 263-1401

Fax: 916 / 561-7205

Email: resumes@cps.ca.gov

CPS web site: www.cps.ca.gov/search

For additional information about this recruitment, please contact Kris Kristensen.

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will participate in a preliminary screening interview with the consultant(s) in late August/early September. In consultation with the consultants, county officials will select a small number of finalists to be interviewed in early October. An offer of appointment is expected by the end of October, following reference and background checks coordinated with the successful candidate, and a final interview.

